the child care center work book

Written and compiled by

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Based on the
Architectural Prototype for Statewide Day Care Facilities
by CityDesign Collaborative, Inc.

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dedicated
to

jonathan garrett
daniel kadish
and
solomon rosenberg

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INTRODUCTION

This workbook was designed to provide assistance to individuals, agencies and institutions interested in establishing an on-site child care center for state employees. It will help you to:

1. **Determine** the number of children the center should serve;

2. **Select** a building site or construction space which will meet the Office for Children (OFC) regulations and state building codes;

3. **Assist** the designer with architectural programming prototypes;

4. **Estimate** the construction and operating costs.

5. **Prepare** an application to the Division of Capital Planning and Operations which will a) make your agency eligible for construction funding through Child Care Pool Account Appropriation funds, if available; or b) be the equivalent of a completed building study which will support your agency's request in the next Capital Outlay Budget.

This workbook is primarily concerned with planning a center's physical space. Agencies should seek help with curriculum planning, management and operating issues from a child care professional; if possible, from the person who will direct the center. The regional Child Care Resource Centers, listed in the appendix, can be very helpful in planning for the operation of your center. The information found in this workbook is based on the ***Study for the Development of Day Care Facilities Statewide***, by CityDesign Collaborative, for DCPO Office of Programming, November 1986, Mass Proj. # DCP 85-6STU.

ASSESSING CHILD CARE NEEDS

Most parents working out of the home need child care. An attractive option, for both parents and employers, is an on-site child care center which provides child care at or near the work place. This provides a convenience which benefits both the employee and the employer. An on-site center is convenient for parents. It reduces commuting time and allows easy access to the child during the day. This convenience encourages employees to re-enter the work force after their child is born and also reduces the employees' child care concerns which reduces the loss of work productivity.

While detailed employee demographics are helpful, the lack of them should not keep you from planning your center. We have found that the size of a child care center is determined by several factors: (1) the extent of need, i.e., the demand for child care among your employees and the availability of other child care in your area; (2) the Office for Children (OFC) staff:child ratios and maximum group sizes and (3) the amount of building space available to you.

Determining the Extent of Need

The best way to determine the extent of need for an on-site child care center is to conduct a survey among your employees. Agencies have found that a survey distributed with employees' paychecks works well. A sample survey form is included in this workbook on the following page.

If you cannot conduct a survey, you can approximate the number of children the center might serve by multiplying by 6% the number of employees at your work place (and/or others who work in the general vicinity and may also need this facility). This 6% multiplier is our best estimate (based upon surveys conducted by state agencies within the last year) and is supported by the experience of planners for child care centers in both the public and private sectors.

Implications of the Office for Children Regulations

Once the extent of need, based on the survey or the 6% figure, has been determined, you will want to consider the regulations established by the Commonwealth to regulate the provision of child care. These regulations include a section on facilities which influences the overall size of child care centers and the number of children in groups within the center. The Office for Children (OFC) is charged with developing, amending and enforcing the regulations. The children are placed in groups which are defined by age.

Infant :	1 to 15 months
Toddler :	15 to 33 months
Preschooler :	33 months to 7 years
School Age :	5 to 7 years

There may be no more than seven infants in one infant group, with one staff person for every three infants, or two for every seven. No more than nine toddlers in one toddler user group, with one staff person for every four, two for every nine. If infants and toddlers are mixed, user group size cannot exceed nine, with no more than three infants in the group and one staff person for every three infants, one for every four toddlers.

The preschool group maximum is twenty children. One staff member is required for every ten children; two for every twenty. If toddlers and preschoolers are mixed, the group size cannot exceed nine with one staff for every four toddlers and one for every ten preschoolers. There may be no mix of preschoolers with infants.

The maximum for the school age user group is thirty with one staff for every fifteen children; two for every thirty.

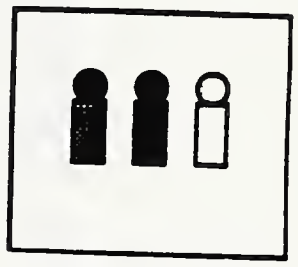
Prototype #1, the basic spatial model, which is described later, plans for thirty-six children, separated into three user groups: infants (7), toddlers (9) and preschoolers (20). Prototypes 2 and 3 are larger versions of #1, and are also described later. These prototypes are based on recommended square feet (s.f.) per child and basic necessary structural design (i.e., bathrooms and kitchens).

Child Care Space Requirements

To provide a high quality child care program, which serves childrens' developmental needs, an adequate amount of space per child is critical. This space consists of primary activity spaces, other assignable spaces and non-assignable spaces. The space required per child for primary activities is the basic foundation on which child care space regulations are determined.

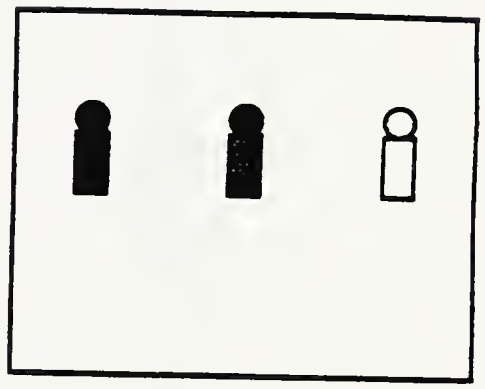
high density

" Analysis of density and social behavior among children (summarized , Prescott and David, 1976), revealed that high density (under 30 sq. ft./child) produced aggression and less relevant social involvement, while low density (over 50 sq. ft./child) instilled random behavior and low interaction. Densities of 40 to 45 square feet per child maximize positive interaction. There is, therefore, such a thing as too much primary activity space. Gary T. Moore (1979) recommends a 42 sq. ft. per child minimum for quality child care. An adequate area for the entire child care facility, excluding outdoor play areas, is 100 sq. ft. per child." [1]



recommended

The first of the following charts, Building and Site Square Footage Per Child , presents gross square footage per child for building and site spaces for Prototypes I, II and III. Child care centers might involve new construction or renovation. The space requirements for site elements such as drop-off and parking will, generally, be relevant to new construction only. Using the Building and Site Square Footage Per Child , you can determine the total building and site space your center needs. The second chart, Recommended Square Footage For Activity Spaces, summarizes the square footage requirements for the basic model. Prototype I describes how the total space should be divided into specific activity spaces and other support spaces. If your center varies from the basic model you can simply add or delete spaces to meet your needs.



low density

[1] Section 5.01 Architectural Prototype Document, Study for the Development of Day Care Centers in State Facilities
Proj. # DCP85-6 (R) STU, 1/16/87, CityDesign Collaborative, Inc.

RECOMMENDED SQUARE FOOTAGES FOR ACTIVITY SPACES

PROTOTYPE MODELS	I	II	III
A. Indoor Space			
1. **Primary Activity Spaces**			
a. Preschoolers (assume 20)			
Multi-Purpose/Gross Motor Activities Area	250	300	350
Building Area	(1)	75	85
Block Play	(1) 125	125	125
Sand and Water Play	75	75	90
Nature Study	100	105	120
Reading/Listening	140	165	250
Arts & Crafts	125	130	140
Music	75	90	105
Subtotal Preschool Space	890	1165	1265
b. Infants (assume 7)	140	170	210
c. Toddlers (assume 9)	180	210	250
SUBTOTAL	1210	1445	1725
d. After School Age (assume 10)	175	210	250
2. **Secondary Activity Spaces**			
Infant/Toddler Napping	80	100	120
Preschooler Napping	80	100	120
Diapering	50	65	80
Learning Bathrooms	60	90	110
Kitchen	100	130	160
Eating Clusters	150	250	300
Sick Bay	60	80	100
SUBTOTAL	580	815	990
3. **Staff**			
Administration	130	180	200
Parent/Staff Corner	(2) 50	75	90
Staff Work Space	(2)	75	85
Social Service	50	75	85
Laundry	25	40	50
SUBTOTAL	255	445	510
4. **Service**			
Maintenance & Service	15	30	40
Maintenance & Electrical	160	220	270
SUBTOTAL	175	250	310
5. **Non-Assignable Space** (@ 20%, 25%, 33%)	440	740	1170
TOTAL S.F. INDOOR SPACE			
(Infant, Toddler, Pre-school)	2660	3700	4700
(Inf., Tod., PreSch., Aft. Sch.)	2835	3910	4950

(1) Building Area and Block Play share one space in Prototype I.
(2) Parent/Staff Corner and staff work space share one space in Prototype I.

Selecting a Location

Once you have established the space requirements for your center, you can select a location or confirm the appropriateness of an already identified location. The criteria below are listed in two categories, site selection -- which addresses the general location of the child care in a larger context, i.e. campus, neighborhood or community; and building space criteria -- which list the characteristics required for a specific building space. Code references are given where applicable. Copies of the State Building Code, Section 434.0, Day Care Centers and the Office for Children regulations concerning child care facilities are included in the appendix. These codes are current as of September 1986. Since changes do occur up-to-date copies may be obtained from the State Book Store in the State House, Boston, which is operated by the Secretary of State.

Site Selection and Design Criteria

- ***Locate*** at, or adjacent to, the employees' place of work for convenient drop-off, visiting and infant feeding.

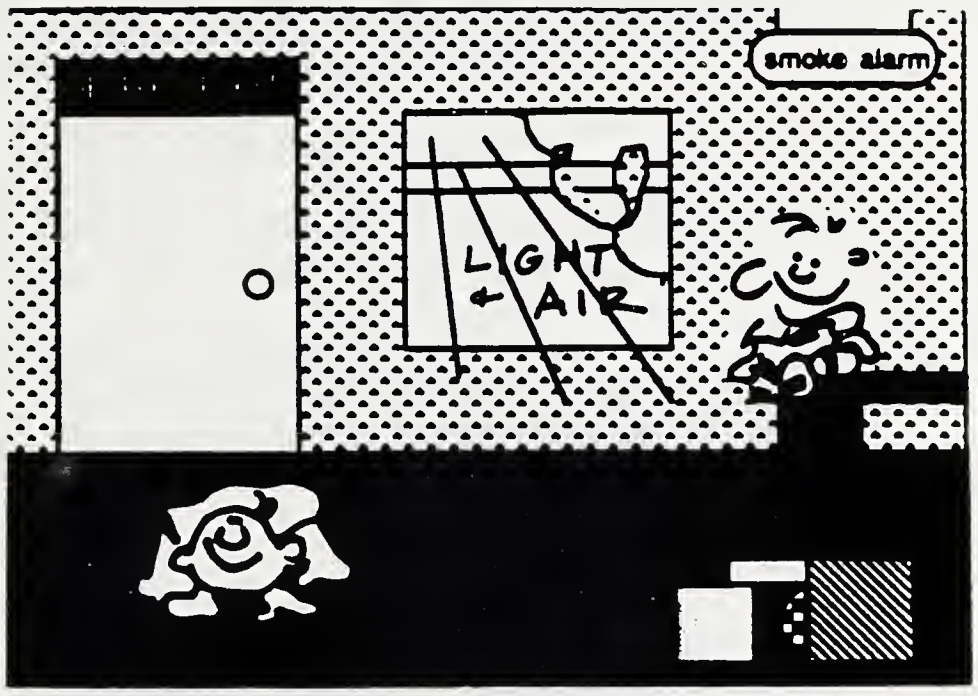
- ***Locate*** near community resources, including schools, libraries, interesting places of work, shops, museums, galleries, nature areas, zoos, etc.

- ***Locate*** as far away as possible from arterial streets, busy intersections, railroads, generators of noxious elements, manufacturing facilities and any other hazardous conditions.

- ***Locate*** in an area easily surveilled, among other "safe" activities. Clearly define the area that is under the center's jurisdiction.

- ***Alarms:*** Building, when renovated, should have fire alarm systems and smoke detectors (Section 434.10 State Building Code).

- ***Barrier Free:*** Allowing access for physically disabled children, parents and staff.



- ***Free of Hazardous Materials:*** Lead paint, asbestos and formaldehyde can be removed during the course of renovation but must be done so according to regulations requiring special handling and disposal. The licensee must assure that the center is free of lead paint by obtaining an inspection from the local board of health or the State Department of Health.

- ***Secure:*** or securable through renovation.

- ***Good Ventilation and Natural Light:*** Utilities should have operable plumbing with hot (maximum 120 degrees Fahrenheit) and cold water, electricity and heating. Air conditioning is essential in, at least, the primary activity areas. The building should have windows for a good source of natural light.

- ***Toilet Facilities:*** The building space, when renovated, must have at least one toilet and wash basin for every twenty children in one or more well-ventilated bathrooms (102 CMR: Office for Children 7.11 (7)).

PROTOTYPE PROGRAMS

The six prototypical architectural programs which follow are presented to show the relative areas, major spatial relationships and basic circulation of the child care centers. They are diagrams and will require a designer to adapt them to specific locations. They address a range of space sizes and operating possibilities.

- PROTOTYPE PROGRAM #1
  Basic Model -- 35 sq. ft per child for primary activities. Serving 30 - 36 children (infants, toddlers and preschoolers) during day time work hours.

- PROTOTYPE PROGRAM #2
  Basic Model + 7 sq. ft. per child for primary activities for a total of 42 sq. ft. per child. Serving 30 - 36 children (infants, toddlers and preschoolers) during day time work hours.

- PROTOTYPE PROGRAM #3
  Basic Model + 15 sq. ft. per child for primary activities for a total of 50 sq. ft. per child. Serving 30 - 36 children (infants, toddlers and preschoolers) during the day time work hours.

- PROTOTYPE PROGRAM #4 -After School Model
  Basic Model + After School Room.
  Total Facility Size: 4365 sq. ft.
  Serving approximately 10 children after school, during holidays and summers, in addition to the Basic Model Prototype Program #1.

- PROTOTYPE PROGRAM #5 - Double Shift Model
  Prototype Program #2. Serving 30-36 children (infants, toddlers and preschoolers). Could operate twenty-four hours a day or from 6 a.m. to midnight.

- PROTOTYPE PROGRAM #6 - Double Module Model, consisting of two Basic Models. Serving 72 children (infants, toddlers and preschoolers) during the day time work hours.

Prototype Program #1

30-36 children:	7 infants
	9 toddlers
	20 preschoolers

The Basic Space Standards for various center components are:

35 sq. ft. per child primary activity space
25 sq. ft. per child assignable space
12 sq. ft. per child non-assignable space
72 gross sq. ft. per child **TOTAL FACILITY SIZE**

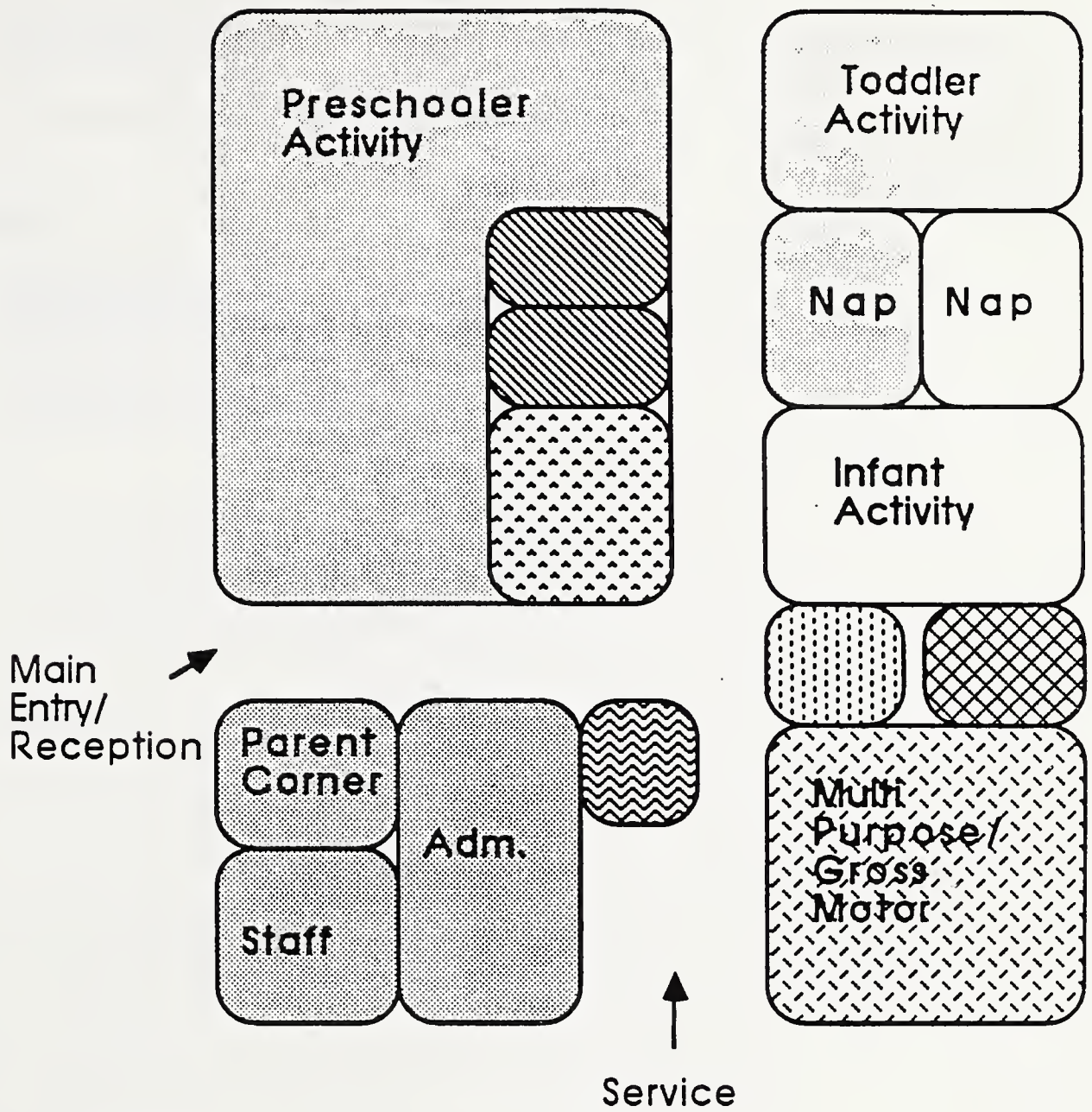
This model follows the Office for Children regulations for the State of Massachusetts which requires "a minimum of 35 square feet of activity space per child."

Design

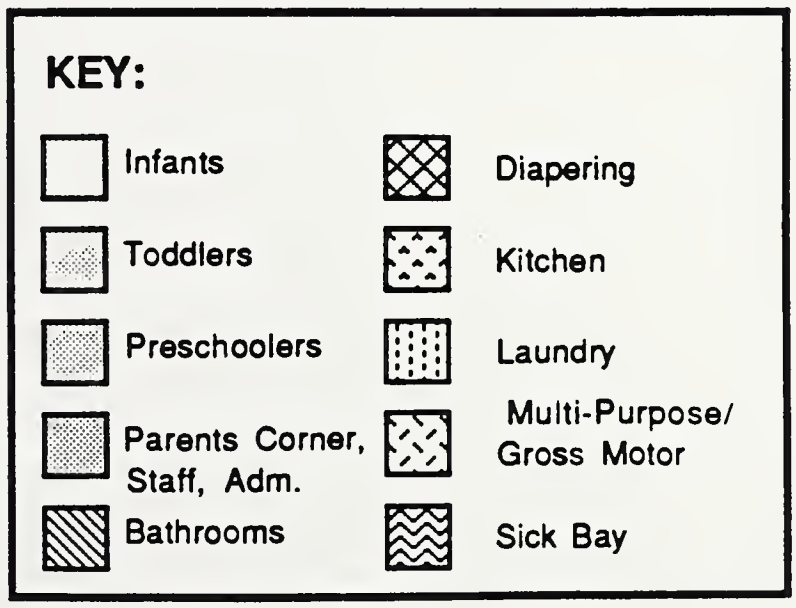
- For food and snack preparation, a kitchen or sink and counter with portable appliances may be used.
- Office space will be needed for administration, storage of confidential records, medical supplies, and sick bay.
- Limited space requires the efficient design of entry areas and storage for bulk supplies. It requires the elimination of separate rooms for specific activities (i.e. gross motor play) which would need to be accomodated in the primary activity areas.
- No laundry is provided - soiled items will not be washed at the center.
- "Messy play" may take place in portable troughs.

Toilets and Sinks

- 1 toilet and 1 sink minimum for every 20 children, according to OFC regulations. This model proposes two bathrooms -- one with child-size fixtures.



SPACE	NET AREA
Preschooler Activity	1065
Toddler Activity	210
Infant Activity	170
Toddler Napping	70
Infant Napping	70
Diapering	65
Sick Bay	80
Kitchen	130
Bathrooms	150
Multi-Purpose/GM	300
Administration	180
Parent Corner	75
Staff	75
Laundry	40
Service (not shown)	250
Not Assignable @25%	750
TOTAL INDOOR SPACE	3740



- One to two all-purpose sinks in activity area for preschoolers;

- Two bathrooms, one with two child-size toilets.

Sleeping

- **Infants and Toddlers** : sleep in areas which are separate from play spaces;

- **Preschoolers** : Sleep in group activity space.

Prototype #3

30-36 children:	7 infants
	9 toddlers
	20 preschoolers

This model describes a spatial environment which meets OFC requirements and allows space for the full range of activity and support services. This model is appropriate in situations where large amounts of space and a generous renovation budget are available. The model is based on square footage estimates of:

50 sq. ft. per child primary activity space
42 sq. ft. per child secondary space
30 sq. ft. per child circulation space
122 gross sq. ft./child **Total Facility Size**

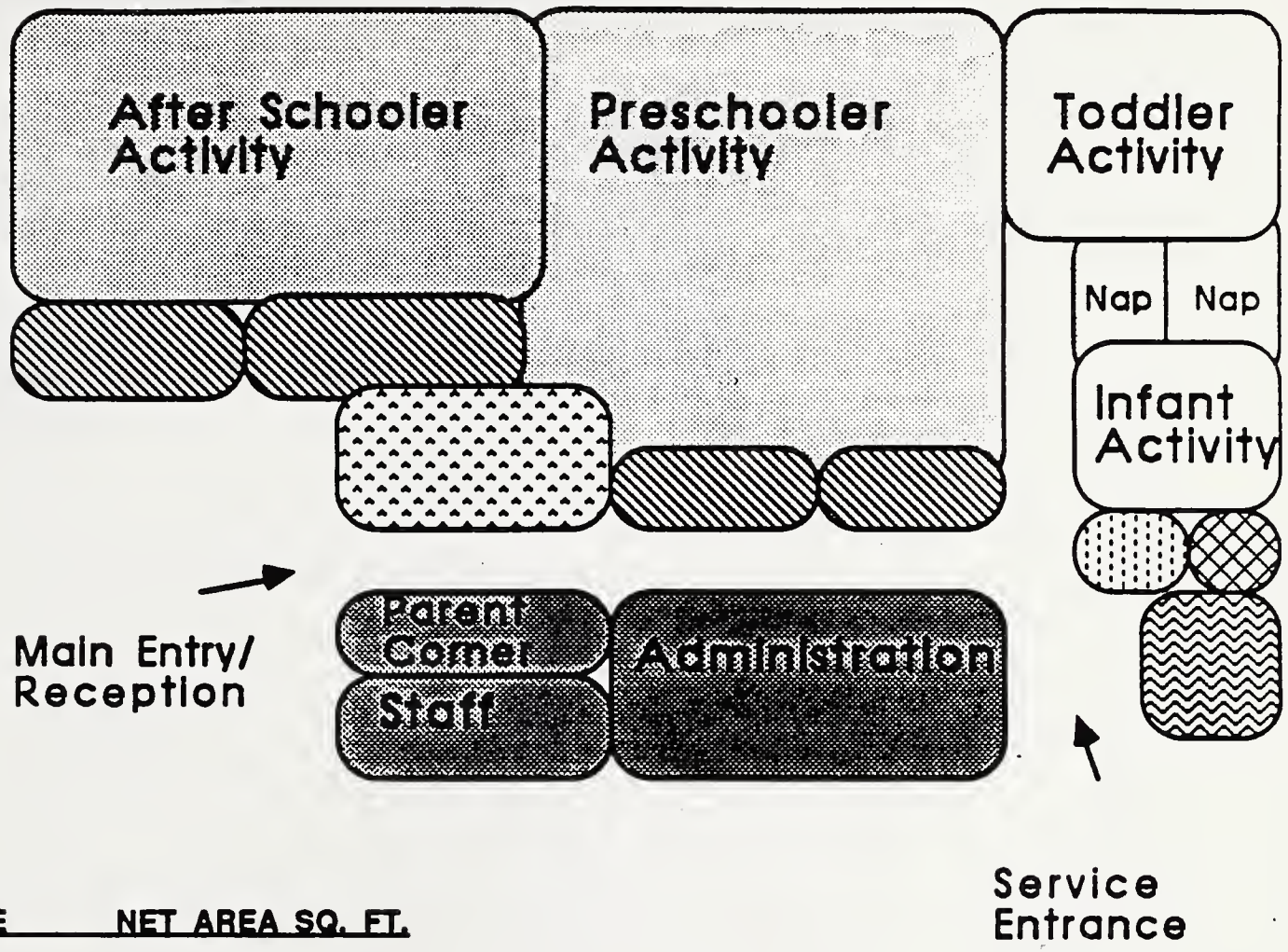
Design

This model includes:

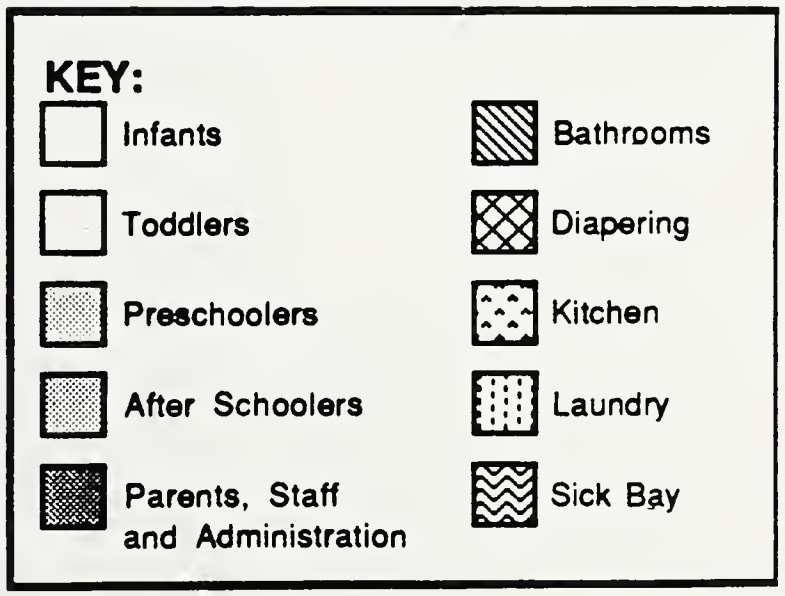
- Separate nap area for each group
- Built-in faucets and drains or built-in water play troughs for messy play
- Full kitchen
- Eating areas
- Sick bay
- Gross motor room
- Laundry
- Resource room
- Service spaces, the full complement of staff, administration, and parent spaces.

PROTOTYPE PROGRAM #4

AFTER SCHOOL MODEL



SPACE	NET AREA SQ. FT.
Preschooler Activity	1065
Toddler Activity	210
Infant Activity	170
After School Activity	400
Toddler Napping	70
Infant Napping	70
Diapering	65
Sick Bay	80
Kitchen	130
Bathrooms	150
Multi-Purpose/Gross Motor	300
Toilets	100
Administration	180
Parents Corner	75
Staff	75
Laundry	40
Service (not shown)	250
Not Assignable @25%	875
TOTAL INDOOR SPACE	4365



Indoor Space Requirements for Holidays and Vacations Only

Assuming the number of after schoolers is not large, they may use the gross motor room, central resource area, other large spaces of the center and outdoor play areas. If vacations include summer, after schoolers require their own room. For brief holidays, there can be a mixing of after schoolers and older preschoolers (4 years, 9 months) provided after schoolers are under 7 years of age and the maximum number of occupants per room (twenty) is not exceeded.

PROTOTYPE PROGRAM #5
DOUBLE SHIFT MODEL

SPACE	NET AREA SQ.FT.
Preschooler Activity	1065
Toddler Activity	210
Infant Activity	170
Toddler Napping	70
Infant Napping	70
Diapering	65
Sick Bay	80
Kitchens	130
Bathrooms	150
Multi-Purpose/Gross Motor	300
Sleeping Area	450
Bathing	60
Child Sleep Storage	50
Administration	180
Parent Corner	75
Staff	75
Laundry	40
Service (not shown)	250
Net Assignable @ 25%	690
TOTAL INDOOR SPACE	4460

- ***Quiet Corner and Audio Visual Aids:*** It is important to have a rocking chair and a reading area near sleep spaces for evening diversion and story telling before bed time.

Prototype program #1 will be too small for this program unless space additions are made for sleeping, staff, entry and transition. The total square footage of the Prototype Program #2 might suffice, depending on the layout and the relationship of spaces.

Prototype Program #6

Double Module Model: Indoor Space Requirements

Total Facility Size: 144 gross sq. ft. per child

72 children	14 infants (2 groups of 7)
(Maximum)	18 toddlers (2 groups of 9)
	40 preschoolers (2 groups of 20)

Design as two related but physically distinct modules. Each module can have one group of each age or infant/toddlers can form one module and preschoolers another.

This prototype is based on doubling Prototype Program #1 and accommodates two times the number of children or 72 children. Kitchen, bathrooms, staff, parent and circulation spaces are increased. In addition, all programs with forty or more children require a full-time, non-teaching director and director's administrative space. (7:05:(5) (a).)

A large and contiguous outdoor play area is required. Exterior circulation, drop off and parking must be adequate for the population.

ESTIMATING THE COST

During the planning stages of a child care center it is difficult to approximate what the final cost will be. Since these architectural prototypes were designed for renovations in existing buildings, the construction costs have been greatly influenced by the nature of these buildings. Much depends on the condition of the existing building, the location of the center within it, the amount of mechanical work necessary and the ease with which construction can take place while the host facility remains operational. The cost estimates are for construction work only and do not include design, management or contingencies. Non-construction related costs can add up to 40% of the construction cost to the project.

In the pre-design phase it is safest to assume an average construction cost of $85 - $100/gross sq. ft. with the following stipulations:

- This figure represents complete interior renovation, including new partitions, finishes and mechanical/electrical distribution systems.
- It does not include any exterior construction, structural work or mechanical/electrical work other than distribution.
- It does not take into account difficult working conditions related to facility operations.

Variations in interior child care center design do not alter the cost as much as the comparative construction project size and location. These factors will add to the general contractor's overhead expenses; construction costs can be 25-35% higher than might be expected.

Schematic design studies for five child care centers in facilities throughout Massachusetts were included in the Statewide Day Care Study, (DCP85-6 STU) in which the reference prototype document was prepared. The costs of these facilities are briefly described in the following section.

- **New Wood Frame Building Construction**

Approximately $125/sq.ft. for new wood frame construction should be assumed. DCPO will be receiving information on new construction costs during the next year; requests for new information on this subject will be welcome.

Furniture and Equipment

Millwork

Millwork (custom made counters, climbing structures and equipment) is a key component of the interior of any child care center due to the particular developmental needs of children and the limited quantity and range of factory-made pieces. The condition and circumstance of the host space has little impact on the cost of millwork.

Millwork for a 36 child center with three separate activity rooms will cost approximately $26,000. Millwork includes:

<u>Infant Room</u>

Waterbed platform, carpeted
Shelves for toy storage
Small climber with slide
Diaper-changing table
Seven double napstacks
Cubbies

<u>Toddler Room</u>

Waterbed or play-pit platform
Carpeted risers
Rolling storage unit
Dramatic play structure with loft
Climber with slide
Cubbies

CONSTRUCTION COST ESTIMATE WORKSHEET

Instructions:

1. Measure the area (in gross square feet) you intend to renovate; or use the recommended space amount in the appropriate prototype.

2. Determine the appropriate cost per square foot (refer to pages 36-37, or call DCPO/Office of Programming, 727- 4015 for the latest information.) The cost estimates in this workbook are for 1986 work and should be increased at a rate of 6% per year to cover costs of escalation to the date of your estimate.

3. Fill in the worksheet below.

Area (in gross square feet)	_____ft
Multiply by $/g.s.f. cost	X $ _____/ft
SUBTOTAL	$_____
Add millwork cost (for a 36 child center)	$ 26,000
Add furnishings (for a 36 child center)	$ 7,500
Add outdoor playground and fencing	$ 30,000
SUBTOTAL	$_____
Add 10% design contingency	+_____
SUBTOTAL: Estimated Construction Cost	$_____
Add 40% for administration, change orders and construction contingency	$_____
TOTAL PROJECT COST	$_____

ESTIMATING OPERATING COSTS

Anticipating the operation of a child care center and attendant costs is as important in preliminary planning as understanding the requirements for physical spaces. While this workbook does not provide direction on setting up management structures or developing child care programs, a worksheet is provided for you to make preliminary estimates of the operating cost. An example "filled-in" worksheet is shown in order to illustrate a basic budget for a 36 child center. The worksheet form will be applicable to most management or organizational situations, but can be modified to suit your circumstances. Assumptions on which this format is based are as follows:

1) ***Teaching and administrative staff people are professional staff whose salaries are paid by the child care center.***

It is assumed that the staff members are not employees of the Commonwealth; therefore salaries and benefits are typical of the private market. Salary levels on the example sheet are upper-end market rate for the Boston metropolitan area in 1986. Rates can vary according to geographic area and should be adjusted for inflation. The Child Care Resource and Referral Center (see Appendix A) in your area can provide current local salary levels. Salary and related costs (taxes and benefits) account for **over 80%** of the operating costs for most centers, therefore accurately estimating salary expenses is the most critical planning item. Taxes and benefits are estimated at 25% of the payroll total.

2) ***Staffing levels and qualifications for teachers, i.e. those who provide direct care to the children, are those recommended by the Governor's Day Care Partnership Project, Governor's Office of Human Resources, 1985 - 1987.***

Staffing levels and qualifications are the same as those required by the Office for Children regulations, except that entry level personnel are assumed to have the same qualifications as assistant teachers. The OFC regulations should be consulted for professional requirements for each staff level. Basic staffing is as follows (one teacher must be a head teacher) :

Infants:	1 teacher and 1 entry level teacher per 7 infants
Toddlers:	1 teacher and 1 entry level teacher per 9 toddlers
Preschoolers:	1 teacher and 1 entry level teacher per 20 preschoolers

3) ***A full-time director, a half-time bookkeeper and a half-time secretary are included in the budget.***

4) ***Rent, maintenance, utilities, janitorial services and other facility costs are assumed to be paid by the host agency or institution and are not included in the child care center budget.***

5) ***Insurance costs are difficult to determine due to the rapidly changing liability insurance environment.***

The cost of $500,000 liability coverage is estimated at $70 per child per year in 1986 (per Governor's Office of Human Resources).

6) ***All meals are supplied by the center; diapers are normally provided by the parents, costs are for emergency supplies only.***

You may wish to vary these policies. Some centers choose to provide only snacks and ask parents to provide sack lunches or other meals.

Determining Costs Per Child

The summary table below illustrates how to determine the actual costs *per child* to operate a center. Using this table in conjunction with the the example Operating Costs Estimate Worksheet, shown on the following page, you can approximate the costs per child of your child care center.

	Infants	Toddlers	Pre-Schoolers
Total Payroll/Group	$50,450	$50,450	$75,950
Payroll Cost/Child/Yr	$7,207	$5,606	$3,798
Other Costs/Child/Yr	$2,440	$2,440	$2,440
Total Cost/Child/Yr	$9,647	$8,046	$6,238
Cost/Child/Month	$804	$670	$520

OPERATING COSTS ESTIMATE WORKSHEET

Salaries	Total	Infants	Toddlers	Pre-Schoolers
Entry level				
Teachers				
Head Teachers				
Director				
Bookkeeper				
Secretary				
Substitute				
Total				
Payroll Tax & Benefits (25%)				
TOTAL PAYROLL				
Consultants				
License & Fees				
Insurance				
Educational Supplies				
Other Supplies Paper				
Maintenance				
Office				
Medical				
Kitchen				
Diapers				
Food				
Staff Development				
Miscellaneous Printing				
Postage				
TOTAL:				

APPENDIX A :

CHILD CARE RESOURCE
AND
REFERRAL CENTERS

Current as of 3/19/87

CHILD CARE RESOURCE AND REFERRAL PROGRAMS

CURRENT PROGRAMS

OFC AREA #	PROGRAM NAME	OFC AREA SERVED
III	Preschool Enrichment Team 276 High Street Holyoke, MA 01040 (413) 536-3900	Springfield Westfield Central Pioneer Valley
V	Child Care Connection United Way of Central Mass. 484 Main Street Worcester, MA (617) 757-5631	Greater Worcester Blackstone Valley South Central
VI	Child Care Circuit Community Day Care of Lawrence North Essex 190 Hampshire Street Lawrence, MA 01840 (617) 686-4288	Lawrence
VI	Child Care Circuit 88 Broad Street Lynn, MA 01902 (617) 592-8440	Lynn Heritage Cape Ann
VI	Child Care Circuit 388 Pleasant Street Malden, MA 02148 (617) 324-1262	Tri-City Eastern Middlesex
VII	Child Care Search Community Teamwork, Inc. 11 Carter Street Waltham, MA 02154 (617) 891-4557	Waltham Concord-Assabet Mystic Valley
VII	Child Care Search 11 Kearney Square Lowell, MA 01852 (617) 452-6445	Greater Lowell
VII	Child Care Search 276 Union Avenue Framingham, Ma 01701 (617) 872-3291	South Middlesex Greater Malboro

IX	Quincy Community Action Organization 1509 Hancock Street Quincy, MA 02169 (617) 479-8181	South Shore Coastline Plymouth

OFC AREA #	AGENCY NAME	OFC AREAS SERVED
XI	Commonwealth Family Child Care 160 West Main Street Norton, MA 02766 (617) 285-6332	Fall River Taunton
XII	Home/Health and Child Care Services 15A Bolton Place Brockton, MA (617) 588-6070	Brockton South Norfolk Attleboro

APPENDIX B :

APPLICATION PACKET

Contents

EXAMPLE COVER LETTER

Deborah Poodry, Director of Programming
Division of Capital Planning & Operations
One Ashburton Place, Room 1610
Boston, MA 02108
Attention: Child Care Center Study Managers

RE: Child Care Center Verification Study Request

Dear Ms. Poodry:

(Name of Agency or Institution) requests DCPO study approval of the enclosed application for a child care center for state employees at (location of host agency and proposed child care center). We wish to express our desire to support child care for our employees and are ready to work with you to build our center.

Approximately (number) employees of the Commonwealth work at or near this location. We hope to provide child care for (number) of children - (number) infants, (number) toddlers, (number) pre-schoolers and (number) after school-age children.

List any special circumstances which influence need for child care or which will affect your agency's operation of the child care center.

The contact person who is assigned to work with your staff on this project is (name, title and telephone number). Enclosed is the completed Application Packet, including:

1. Building Survey Checklist
2. Construction Cost Worksheet
3. Operating Cost Worksheet

Please acknowledge your receipt of this packet and let us know when we may expect to meet with your staff.

Very truly yours,

_____
(Agency Head or Designee)

cc: Central Operating Agency
Agency Facility Management Staff

DAY CARE CENTER - BUILDING SURVEY CHECKLIST

Building name:	.....
Building #:	.....

CAMPUS NAME .....
BUILDING NAME .....
BUILDING NUMBER .....
SURVEY DATE .....
SURVEYED BY .....
DATE OF BUILDING .....
NUMBER OF FLOORS basement + ... floors
GROSS SQUARE FEET .....

KEY to completing boxes

- [x] *yes, exists*
- [A] *VERY GOOD condition*
- [B] *GOOD*
- [C] *POOR*
- [D] *BAD*

Existing use .....
Vacant or in use .....

Draw outline sketch of building footprint and key in each wall clockwise 1,2,3 etc. to refer back to this checklist.
Length ..... x width ..... = area .....

OUTSIDE SPACE

Building name:	.....
Building #:	.....

PARKING AND ACCESS

nearest pkg. space (feet) ☐

# of spaces available ☐

# of handicapped spaces ☐

HANDICAPPED ACCESS

would the building be accessible to any of the following categories of disabled people:

	now	if modified
wheelchair bound	☐	☐
ambulant disabled (on canes, walkers, etc.)	☐	☐
hearing impaired	☐	☐
sight impaired	☐	☐

FIRE

nearest fire hydrant (feet) ☐

fire truck access ☐

DRAINAGE:

Has the external drainage been tested? ☐

If so, when? ..... ☐

Is system in good working order? ☐

OUTSIDE SURFACES

50 ft. perimeter around building ground cover is:

	north	east	south	west
bare dirt	_____	_____	_____	_____
grass	_____	_____	_____	_____
planted ground cover	_____	_____	_____	_____
mature trees (#)	_____	_____	_____	_____
blacktop	_____	_____	_____	_____
other (specify)	_____	_____	_____	_____

TOXIC HAZARDS

Have surveys been undertaken to determine any of the following toxic hazards in or near the building?

a. Asbestos	☐	date ..... / ..... /	Ref. .....
b. Lead paint	☐	date ..... / ..... /	Ref. .....
c. Transformer p.c.b.'s	☐	date ..... / ..... /	Ref. .....
d. Other toxic hazards	☐	date ..... / ..... /	Ref. .....
e. Soil pollution test	☐	date ..... / ..... /	Ref. .....

WALLS

Building name:	.....
Building #:	.....

On top sheet draw outline sketch of building footprint to indicate wall locations : starting on North wall go clockwise numbering 1,2,3 etc.
wall perimeter ..... x height (gd. to eaves) ..... = gross wall area .....

Foundations *check as appropriate*

- [ ] full basement
- [ ] crawl space only
- [ ] brick or concrete piers
- [ ] with ground slab
- [ ] slab on grade
- [ ] wood posts
- [ ] % retaining walls
- [ ] solid wall on conc.
- [ ] other .....

Superstructure *check as approriate*

- [ ] timber frame / clpbd [ ] painted [ ] stained
- [ ] timber frame/shingle [ ] painted [ ] stained
- [ ] timber / brick skin [ ] painted [ ] stained
- [ ] brick solid or cavity construction [ ] masonry [ ] concrete block
- [ ] other .....
- [ ] damp proof course / thru - wall flashing and weepholes

Condition (by wall)
indicate grade A = very good, B = good, C = poor, D = bad (walls numbered clockwise on sketch plan)

	1	2	3	4	5	6	7	8	9	10	11	12		
paintwork														
siding and trim														
brickwork - pointing														
brickwork - spalling, cracks														
stone - spalling, cracks														
concrete stucco														
block - spalling settlement														
other														

WINDOWS

MATERIAL	WOOD	STEEL	ALUMINUM / OTHER
Type	Total # / % replace	Total # / % replace	Total # / % replace
sash	/	/	/
casement	/	/	/
fixed	/	/	/
double glaze / storm	/	/	/
security bars	/	/	/
external doors	/	/	/

	WOOD	STEEL	CONC. /STONE
sills, thresholds			

	BRICK	STEEL	CONC. /STONE
heads / lintels			

ROOF

Building name:	.....
Building #:	.....

Plan area:	length	x width	= area:	perimeter .....
Height:	eaves ht.	ridge ht.		

configuration
check boxes as appropriate

- [ ] straight pitched
- [ ] gambrel pitched
- [ ] hipped end
- [ ] gable end
- [ ] flat
- [ ] plain eaves
- [ ] parapet upstands
- [ ] # of roof lights

structure

- [ ] wood frame
- [ ] steel frame
- [ ] timber deck
- [ ] timber deck / steel beams
- [ ] conc. plank
- [ ] conc. beam / slab
- [ ] other .....

roof covering

- [ ] felt shingle
- [ ] fiberglass shingle
- [ ] asbestos tile
- [ ] slates
- [ ] metal sheet
- [ ] 3 - ply built up
- [ ] asphalt
- [ ] membrane
- [ ] other .....

gutters and downspouts

- [ ] wood gutters
- [ ] metal gutters
- [ ] midroof outlets
- [ ] parapet gutters
- [ ] eaves gutters
- [ ] flashing .....
- [ ] insulation .....

Condition and / or signs of defects
Mark condition in % for deterioration 0 % = no deterioration 100 % = total replacement

- [ ] signs of settlement, or bowing - in of roof planes
- [ ] tiles, shingles missing or curling
- [ ] ponding, bubbles, cracking in built - up sheet
- [ ] overflowing, dampness, decay near gutters
- [ ] missing gutters, downspouts, discharge chutes
- [ ] metal flashing missing or loose
- [ ] evidence inside building of roof leaks

Additional comments

SERVICES TO BUILDING
check or number as appropriate

Building name:	.....
Building #:	.....

Water	☐	town	☐	water tower	☐	site well
Sewer	☐	town	☐	on - site treatment	☐	septic tank
Electricity	☐	separately metered	☐	emergency supply	☐	installation date
	☐	volts	☐	amps	☐	# of phases
	☐	fuses	☐	circuit breakers	☐	conduit
Telephone	☐	to building	☐	# of outlets	☐	campus intercom
Fire Alarm	☐	central system	☐	building only		
Sprinklers	☐	indicate on which floors or part of floor				
Gas	☐	main service	☐	LPG tank		
Fuel Oil Supply	☐	in - building	☐	outside building	☐	buried

Space Heating

Source	☐	central plant	☐	in - building plant	☐	portable / type .....
Fuel	☐	oil	☐	gas	☐	electric
					☐	other .....

Insulation
Type
walls .....
window .....
roof .....

Energy Audit
date ..... / ..... / .....
auditor .....

Additional comments

ROOM CONDITION

Building name:	.....
Building #:	.....
Room #:	.....

Rooms can be numbered with prefix B for basement, 1 for 1st floor, 2 for 2nd floor, etc

Room number
Area in net square feet
Floor to ceiling height
Existing use .....
Vacant or in use .....

Draw outline sketch of room with key dimensions

Building name:	.....
Building #:	.....
Room #:	.....

FLOOR

structure ..... finish .....
condition .....

WALLS

structure a ..... finish .....
b ....
c ....
d ....
condition .....

CEILING

structure ..... finish .....
condition .....

TRIM

	paint	stain	other
windows			
doors			
baseboard			

Is there evidence of lead in any paintwork? .....

WINDOWS

window number	1	2	3	4	5	6	7	8	9	10
opening height										
width										
material										

Indicate condition A = very good, B = good, C = poor, D = bad

sash										
casement										
fixed										
security bars										
paint / stain										

DOORS

door number	1	2	3	4	5	6
opening height						
opening width						

Indicate condition A = very good, B = good, C = poor, D = bad

steel frame						
wood frame						
hollow core						
solid core						
panelled						
fire resistant						
door closer						

Building name:	.....
Building #:	.....
Room #:	.....

FIXED EQUIPMENT *Indicate # of appliances existing.*

	Exist.	Replace	Remove
shower			
bath			
lav. basin			
toilet			
urinal			
sink			
clothes wash			
dish wash			

	Exist.	Replace	Remove
refrigerator			
freezer			
stove			
drier			
wall cabinets			
floor cabinets			
closets			

UTILITIES

HVAC	heating system			
	# of radiators / registers		ventilation / AC	
Lighting	# of ceiling fittings		# of wall fittings	
Small Power	# of power outlets			
Telephone	# of outlets			
Water	hot water supply		cold water supply	
Drainage	floor drains		heat / smoke detectors	
Fire	sprinklers			

Additional comments

CONSTRUCTION COST ESTIMATE WORKSHEET

Instructions:

1. Measure the area (in gross square feet) you intend to renovate; or use the recommended space amount in the appropriate prototype.

2. Determine the appropriate cost per square foot (refer to pages 36-37, or call DCPO/Office of Programming, 727- 4015 for the latest information.) The cost estimates in this workbook are for 1986 work and should be increased at a rate of 6% per year to cover costs of escalation to the date of your estimate.

3. Fill in the worksheet below.

Area (in gross square feet)	_____ft
Multiply by $/g.s.f. cost	X $ _____/ft
SUBTOTAL	$_____
Add millwork cost (for a 36 child center)	$ 26,000
Add furnishings (for a 36 child center)	$ 7,500
Add outdoor playground and fencing	$ 30,000
SUBTOTAL	$_____
Add 10% design contingency	+_____
SUBTOTAL: Estimated Construction Cost	$_____
Add 40% for administration, change orders and construction contingency	$_____
TOTAL PROJECT COST	$_____

OPERATING COSTS ESTIMATE WORKSHEET

Salaries	Total	Infants	Toddlers	Pre-Schoolers
Entry level				
Teachers				
Head Teachers				
Director				
Bookkeeper				
Secretary				
Substitute				
Total				
Payroll Tax & Benefits (25%)				
TOTAL PAYROLL				
Consultants				
License & Fees				
Insurance				
Educational Supplies				
Other Supplies Paper				
Maintenance				
Office				
Medical				
Kitchen				
Diapers				
Food				
Staff Development				
Miscellaneous Printing				
Postage				
TOTAL:				

APPENDIX C :

CODES & REGULATIONS

Two relevant codes are reprinted as an appendix to the text. They are Section 434 of the Massachusetts State Building Code and the Office For Children regulations. Specific items in the codes and regulations have been cited in the text.

"Keep in mind that while both codes are sound and written with the public interest in mind, they might prove a bit restrictive in certain respects. If providing child care in existing facilities is the objective, the codes may work against this by limiting the possibilities for locating child care centers. Designers should locate proposed centers within the parameters of the code, but if no ability to conform exists, and the only option is not to provide child care, a relaxation of the code should be sought." [1]

[1] Section 12.0 Architectural Prototype Document, *Study for the Development of Day Care Facilities - Statewide*, Mass. State Project #DCP85-6 (R) STU, 1/16/87, CityDesign Collaborative, Inc.

SECTION 434.0 DAY CARE CENTERS

434.1 General: Day care centers shall be subject to the applicable provisions of this code and the special requirements of this section. Day care centers licensed by the Office for Children may be subject to compliance with the rules and regulations of that authority. These provisions shall apply to new and existing day care centers.

434.2 High hazard restriction: A day care center shall not occupy the same building with, or be located within two hundred (200) feet of a high hazard occupancy.

434.3 Day care center use groups

434.3.1 Less than two years and nine months in age: Buildings and portions thereof licensed by the Office for Children as day care centers for children two (2) years and nine (9) months in age or younger shall be classified as I-2 use group.

434.3.2 More than two years and nine months in age: Buildings and portions thereof licensed by the Office for Children as day care centers for children more than two (2) years and nine (9) months in age shall be classified as A-4 use group.

434.4 Height and area limitations

434.4.1 I-2 limitations: Existing buildings containing day care occupancies (use group I-2) not in conformance with the height and area limitations of Table 305 shall be limited to not more than three (3) stories and forty (40) feet in height. The day care center shall be restricted to the first floor and cellar or basement use and not more than two thousand four hundred (2,400) square feet per floor. All required egresses shall be directly to grade.

434.4.2 A-4 limitations: Existing buildings containing day care occupancies (use group A-4) not in conformance with the height and area limitations of Table 305 shall be limited to not more than three (3) stories and forty (40) feet in height. The day care center shall be restricted to the first two (2) stories and the basement or cellar use and not more than four thousand eight hundred (4,800) square feet per floor.

434.4.3 Increases: Increases in height or area shall not be allowed for A-4 or I-2 day care center use groups.

434.5 Day care centers classified as I-2 use group

434.5.1 Basement and cellar use in Types 3C and 4B construction

434.5.1.1 Basement use: A basement, as defined in this code, of a Type 3C or 4B construction may be used for a day care center in accord-

434.6.2.1 Buildings of Types 1, 2A and 2B construction: In buildings of Types 1, 2A or 2B construction, except for R-2 use group, equipped with a fire suppression system in compliance with Section 1202.0, a single common corridor shall be acceptable for providing access to two (2) means of egress as required in this section.

434.6.2.2 Common corridors used as exitways: Common corridors may be subdivided, for the purpose of Section 424.6.2 to provide separate and independent exitways by using smoke stop partitions complying with the provisions of this code. The doors in the smoke stop partitions may be equipped with an automatic hold open device connected to smoke or smoke and heat detectors and designed to close automatically by activation of the detector system.

434.6.2.3 Egress from each room: Two (2) approved means of egress located as remotely as possible from each other shall be required for each occupied room. One (1) such required egress may be made by communicating door.

434.6.3 Roof egress: Where the roof is used by a day care center, two (2) enclosed stairways shall be provided, one (1) leading directly to an enclosed exitway system and one (1) leading to a corridor on a floor below that leads to two (2) remote and independent exitways. The stairways shall comply with all the provisions of Section 434.0 and this code.

434.6.4 Egress lighting: Egress lighting shall be provided in conformance with Article 6, including requirements for emergency lighting.

434.6.5 Doorways: All required exitway doorways shall be at least thirty-six (36) inches in width. All other egress doorways shall be at least thirty-two (32) inches in width.

434.6.6 Handrails: All required egress stairways shall be provided with double handrails on both sides, and these shall be continuous including all runs and platforms and shall be built as follows.

1. The upper rail shall be not less than thirty (30) inches nor more than thirty-three (33) inches, measured vertically, above the nosing of the treads.

2. The lower rail shall be installed at approximately twenty (20) inches high measured vertically at the face of the riser.

434.7 Heating system: Any portable or permanent heater in spaces occupied by children shall be separated from the occupied space by partitions, guards, screens, or other means. Space and unit heaters using combustible fuels shall be prohibited.

434.8 Boiler rooms: Boilers, furnaces or other fire units shall be enclosed as required in Section 1105.0. Boiler room doors shall not open into occupied areas.

R

The Commonwealth of Massachusetts
SECRETARY OF STATE

REGULATION FILING AND PUBLICATION

1. **REGULATION CHAPTER NUMBER AND HEADING:**

   102 CMR 7.00

2. **NAME OF AGENCY:**

   OFFICE FOR CHILDREN

3. **THIS DOCUMENT IS REPRINTED FROM THE CODE OF MASSACHUSETTS REGULATIONS AND CONTAINS THE FOLLOWING:**

   102 CMR 7.00 STANDARDS FOR THE LICENSE OR APPROVAL OF GROUP DAY CARE CENTERS

UNDER THE PROVISIONS OF MASSACHUSETTS GENERAL LAWS, CHAPTER 30A, SECTION 6 AND CHAPTER 233, SECTION 75 THIS DOCUMENT MAY BE USED AS EVIDENCE OF THE ORIGINAL DOCUMENTS ON FILE WITH THE STATE SECRETARY.

COMPILED AS IN FULL FORCE AND EFFECT 1/1/78

REPRINTED 1/22/86

$ 1.50

PLU #2

A TRUE COPY, ATTEST,

Michael Joseph Connolly

MICHAEL JOSEPH CONNOLLY,

SECRETARY OF STATE

GENERAL ADMINISTRATIVE PROCEDURES

7.02: Definitions

Definitions. As used in these regulations, the following words shall have the following meanings unless the context otherwise requires:

(1) Administrator of Special Education The person appointed by the school committee of any city or town, or school district, wherein a child resides, to serve as the administrator of special education pursuant to G. L. c. 71B (Chapter 766 of the Acts of 1972) and regulations issued pursuant thereto.

(2) Approval. A certification in writing, whether full or provisional, issued by the Office to a department, agency, or institution of the Commonwealth or any political subdivision thereof, which authorizes it to operate a day care center.

(3) Center. When used alone means a day care center.

(4) Child. Any person at least one month of age and under seven years of age, or sixteen years of age with special needs.

(5) Children with Special Needs. Children at least one month of age and under sixteen years of age, who, because of temporary or permanent disabilities arising from intellectual, sensory, emotional, physical or environmental factors, or other specific learning disabilities, are or would be unable to progress effectively in a regular school program.

(6) Day. Shall mean calendar days unless otherwise specified in the regulations.

(7) Day Care Center. Any facility operated on a regular basis whether known as a day nursery, nursery school, kindergarten, child play school, progressive school, child development center, pre-school, or known under any other name which receives children, not of common parentage, under seven years of age, or under sixteen years of age if such children have special needs, for non-residential custody and care during part or all of the day separate from their parent(s). Day care center shall not include: any part of a public school system; any part of a private organized educational system, unless the services of such a system are primarily limited to kindergarten, nursery or related pre-school services; a Sunday school conducted by a religious institution; a facility operated by a religious organization where children are cared for during short periods of time while persons responsible for such children are attending religious services; a family day care home; an informal cooperative arrangement among neighbors or relatives; or the occasional care of children with or without compensation therefor.

(8) Director. The director of the Office for Children.

(9) Full Time. All the time the center is in operation.

(10) Group. Two or more children who participate in the same activities at the same time and are assigned to the same staff person for supervision, at the same time.

(11) Infant. A child who is under fifteen months of age.

(12) License. Any certification in writing, whether regular or provisional, issued by the Office to any person other than a department, agency or institution of the Commonwealth or any political subdivision thereof, which authorizes such person to operate a day care center.

7.03: continued

which has not previously operated, the Office may issue a provisional license provided that care given in the center is adequate to protect the health and safety of the children and that the applicant provides the following documents:

(a) a statement of the ownership of the center, including the names and addresses of all owners, or, in the case of corporations, the officers, as required by 102 CMR 7.05(4)(a) and 7.05(4)(b);
(b) in the case of corporations, partnerships, and associations, a copy of their by-laws, as required by 102 CMR 7.05(4)(b);
(c) a statement describing the facility's personnel policies, as required by 102 CMR 7.06(3);
(d) a copy of the health care policy as required by 102 CMR 7.04(14), and evidence of the availability of a physician, a public health nurse, a registered nurse or health clinic director for consultation, as required by 102 CMR 7.07(15);
(e) evidence of ability to provide an administrative designee and appropriate staff supervision and ratios, as required by 102 CMR 7.05(5), 7.06(1), and 7.06(11) through 7.06(18);
(f) a copy of the written program plan, as required by 102 CMR 7.07(11) and evidence of ability to fulfill the elements of the plan and a copy of the plan providing referral services to parents, as required by 102 CMR 7.10(1);
(g) if the facility has not previously operated as a licensed day care center, certification from a state or local health department that the facility is free of all lead based paint which is peeling or chipping and that lead based paint has been completely removed from all surfaces accessible to children, four feet from the floor or ground level of, interior and exterior surfaces, as required by 102 CMR 7.11(3). Centers which have previously operated must obtain lead testing of the facility during the first period of provisional licensure and shall not obtain a regular license unless such certification is provided;
(h) if the center serves hot meals for thirteen or more children, or uses a private water source, a certification from the local health department that the center is in compliance with applicable codes, as required in 102 CMR 7.11(2);
(i) certification by the Department of Public Safety or the local building inspector, or a statement from the inspecting authority, providing conditional approval and indicating that children's safety would not be endangered in the center, as required in 102 CMR 7.11(1);
(j) a written plan, agreed to by the Office, for compliance with the requirements in these regulations.

(8) Term of Provisional License. A provisional license or approval shall be issued for a period not to exceed six (6) months and may be renewed once for no more than six (6) months. In no case shall a person operate under a provisional license, provisional approval or renewal of a provisional license for more than twelve (12) consecutive months.

VISITS BY THE OFFICE FOR CHILDREN

(9) Visits to Determine Compliance. Any employee of the Office, authorized in writing by the Director, may, at any reasonable time, visit and inspect any center operated by a person who is subject to licensure or approval by the Office in order to determine whether such center is being operated in compliance with the law and with the regulations established by the Office.

DEFICIENCY CORRECTION ORDERS

(10) Correction of Deficiencies. Whenever the Office finds upon inspection or through information in its possession that a person

7.03: continued

(c) The licensee shall notify parents of all children in the center of any such refusal to issue or suspension of a license or approval within two (2) business days of receipt of notice from the Office.

POSTING OF LICENSE, APPROVAL OR ORDER, REQUIRED NOTIFICATION AND AVAILABILITY OF REGULATIONS

(17) Posting of License, Approval or Order. The licensee shall post, in a conspicuous place, any current license or approval issued to him by the Office and any notice of hearing, order or decision issued by the Office that pertains to the center. Such posting shall be in an area accessible to visitors and employees.

(18) Notification of Legal Proceedings. Every licensee shall report, in writing, to the Office any legal proceeding (within ten (10) days of initiation of such proceedings) brought against him or any person employed by the center if such proceeding arises out of circumstances related to the care of children in the center or to the continued operation of the day care program.

(19) Notification of Death or Serious Injury. The licensee shall immediately report to the Office the following:

(a) the death of any child which occurs while such child is in care;

(b) any injury to, or illness of, any child which occurs during the hours while such child is enrolled in care and which requires in-patient hospitalization overnight.

(20) Notification of Change of Ownership. The licensee shall provide notification, in writing, to the Office prior to any change in ownership of the center.

(21) Notification of Change in Chief Administration. The licensee shall provide prior notification, in writing, to the Office of any change in the person designated by the owner or the governing body as having responsibility for administration of the facility.

(22) Change in Location. The licensee shall provide prior notification, in writing, to the Office of any change in location of the center.

(23) Availability of Regulations. The licensee shall have a copy of these regulations on the center premises and shall make them available to any person upon request.

TRANSFER OF LICENSE

(24) Transfer of License. A license or approval shall not be transferable from one licensee to another; from one center to another; from one location to another; or from one owner to another.

7.04: Effective Date of Standards

(1) Effective Date. The effective date of these standards is the date of publication by the Secretary of the Commonwealth.

(2) Licenses Issued Under Previous Standards. Any license, or approval, in effect immediately prior to the effective date of these standards shall remain in effect, unless suspended or revoked, until a new license or approval is issued or expressly refused under these standards. Any license, or approval, issued after the effective date of these standards shall be deemed to be in effect prior to said effective date if the Office's application for said license is signed by the applicant prior to the effective date of these standards.

7.05: continued

(6) Requirements for Administrator. The administrator, as defined in 102 CMR 7.05(5), shall meet the qualifications for a head teacher, as established in 102 CMR 7.06(1)a, and shall be a full-time staff member on the premises regardless of whether duties are split between teaching and non-teaching responsibilities as allowed by 102 CMR 7.05(5). If more than one person is designated as administrator, at least one person who is designated must be a full-time staff person, on the premises, and must meet the head teacher requirements, as established in 102 CMR 7.06(1)(a).

(7) Organizational Information. Information on the administrative organization of the center shall be provided to parents and staff, including identification of lines of authority and supervision.

(8) Provisions for Temporary Absence of Administrator. The licensee shall inform all staff on duty as to who is responsible for administration of the center at any given time. In the event of the temporary absence of the administrator, the administrator may appoint a designee who shall be on the premises of the center while it is in operation. The designee shall meet the qualifications of a teacher, as required by 102 CMR 7.06(1)(b).

(9) Business Management. The licensee shall establish a system of business management and staffing to assure that the center maintains complete and accurate accounts, books and records, including required personnel and children's records.

RESEARCH UNAUTHORIZED ACTIVITIES AND UNUSUAL TREATMENT

(10) Research and Experimentation; Unusual Treatment. No licensee shall conduct research, experimentation, or unusual treatment involving children without the written, informed, consent of the affected child's parents or guardian, for each occurrence. In centers where observations of children (by other than parents of the children in the center) are common, a general parental consent may be obtained in writing. Observation shall mean that there is no interaction between the child and the observers and no identification of the individual child. In no case shall the licensee allow physical harm of children to be carried out during research, experimentation or unusual treatment. Research and experimentation shall not mean program evaluation or data collection for purposes of documenting services of the facility which do not identify individual children.

(11) Unauthorized Activities. The licensee shall not authorize any activities unrelated to the direct care of children or to any contacts with the parent(s) or guardian without the written, informed consent of the parent(s) or guardian. "Activities" shall mean, but not be limited to:

(a) fund raising;
(b) publicity, including photographs and participation in the mass media.

PARENT INVOLVEMENT

(12) Parent Visits. The licensee shall permit and encourage parents to visit the center and their child's room while their child is present.

(13) Parent Input. The licensee shall have a procedure for allowing parental input in the development of center policy and programs. The licensee shall provide an explanation to the parent(s) when a parent(s) makes suggestions as to the program or policy of a center and the suggestions are not adopted by the licensee. If the parent requests a written response, the licensee shall respond in writing to the parent.

7.05: continued

The child's parent(s) shall, upon request, have access to his child's record at reasonable times. In no event shall such access be delayed more than two (2) business days after the initial request without the consent of the child's parent(s). Upon such request for access the child's entire record, regardless of the physical location of its parts, shall be made available. The licensee shall establish procedures governing access to, duplication of, and dissemination of such information; and shall maintain a permanent, written log in each child's record indicating any persons to whom information contained in a child's record has been released. Each person disseminating or releasing information contained in a child's record, in whole or in part, shall, upon each instance of dissemination or release, enter into the log the following: his name, signature, position, the date, the portions of the record which were disseminated or released, the purpose of such dissemination or release, and the signature of the person to whom the information is disseminated or released. Such log shall be available only to the child's parent(s) and center personnel responsible for record maintenance.

(20) Charge for Copies. The licensee shall not charge an unreasonable fee for copies of any information contained in the child's record.

(21) Amending the Child's Record.

(a) A child's parent(s) shall have the right to add information, comments, data or any other relevant materials to the child's record;

(b) A child's parent(s) shall have the right to request deletion or amendment of any information contained in the child's record. Such request shall be made in accordance with the procedures described below:

1. If such parent(s) is of the opinion that adding information is not sufficient to explain, clarify, or correct objectionable material in the child's record, he shall have the right to have a conference with the licensee to make his objections known;

2. the licensee shall, within one (1) week after the conference, render to such parent(s) a decision in writing stating the reason or reasons for the decision. If his decision is in favor of the parent(s), he shall immediately take steps as may be necessary to put the decision into effect.

(22) Transfer of Records. Upon written request of the parent(s), the licensee shall transfer the child's record to the parent(s), or any other person the parent(s) identifies, when the child is no longer in care.

(23) Notification to Parents. The licensee shall notify the parent(s), in writing, of the provisions of 102 CMR 7.05(19), 7.05(20), 7.05(21), 7.05(22) and 7.05(24), at the time of the child's admission to the center and thereafter, in writing, at least once a year.

INFORMATION REQUIRED BY THE OFFICE

(24) Availability of Information to the Office. Notwithstanding 102 CMR 7.05(19), upon request of an employee, authorized by the Director and involved in the regulatory process, the licensee shall make available to the Office any information required to be kept and maintained under these regulations and any other information reasonably related to the requirements of these regulations. Authorized employees of the Office shall not remove identifying case material from the center's premises and shall maintain the confidentiality of individual records.

7.06: continued

(d) In those centers licensed to accept children with special needs, the licensee shall have available a consulting resource teacher, either full-time or part-time, paid or volunteer. The consulting resource teacher shall aid in evaluating special needs children, shall aid in developing and shall approve, in writing, each special needs child's program plan, shall supervise the implementation of the plan, and shall be the liaison with the appropriate special education administrator and any other agency or hospital involved with the child. In cases where a child has received a core evaluation under Chapter 766 of the Acts of 1972, the person appointed by the Local Educational Authority may, if they meet the following requirements, serve as the consulting resource teacher. The consulting resource teacher shall meet the following minimum requirements:

1. have a Bachelor's degree in early childhood education, special education, psychology, or related fields which includes at least four (4) courses on special needs children and shall have eighteen (18) months, at least half-time experience, providing care to or teaching children with special needs; or
2. have a Master's degree in early childhood education, special education, psychology or related fields which includes at least four (4) courses on special needs children; and nine (9) months, at least half-time experience, providing care to or teaching children with special needs.

(2) Availability of Personnel Qualifications. The licensee shall have on file at the center evidence acceptable to the Office of qualifications of staff required by these regulations.

(3) Personnel Policies. In centers with four (4) or more paid staff members, the licensee shall describe, in writing, the center's current personnel policies and practices and shall make them available to all employees and prospective employees at the center. Such personnel policies shall include, when appropriate, a description of:

(a) criteria and procedures for hiring, and suspension or dismissal of any staff person;
(b) the procedure for handling staff complaints;
(c) provisions for vacations, holidays, leaves, and sick days;
(d) information on probation periods; hours of work, including staff meetings and training sessions; overtime; skeleton days; jury duty; bereavement pay; breaks; and leaves of absences.

(4) Job Descriptions. In centers with four (4) or more paid staff members, the licensee shall make available written job descriptions for all paid staff positions.

(5) Salary Ranges. In centers with four (4) or more paid staff members, the licensee shall establish and describe, in writing, a salary range covering all positions and shall provide each employee with information regarding the salary range for his position or the procedure for determining the salary for his position.

(6) Evidence of Required Certification, Licensure or Registration. The licensee shall obtain, upon request of the Office, evidence that personnel are currently certified, licensed or registered where applicable laws require certification, licensure or registration.

(7) Staff Orientation. The licensee shall provide orientation for all new staff to acquaint them with the center's philosophy, organization, program, practices and goals. The licensee shall describe, in writing, the center's plan for staff orientation.

7.06: continued

(c) one teacher shall be assigned for the first three infants and toddlers, and an additional teacher or teaching assistant for four to nine children;
(d) at least one of the persons assigned under 102 CMR 7.06(14) shall meet the qualifications for a teacher under 102 CMR 7.06 (1)(b).

(15) Children at Least Two Years, Nine Months, but Less than Four Years, Nine Months: Staff Ratios and Groupings in Full Day Centers.
(a) The licensee shall not group children aged at least two years, nine months, but less than four years, nine months of age in groups larger than twenty;
(b) The licensee shall assign one teacher or teaching assistant for each ten or fewer children;
(c) One of the persons assigned to a group of twenty children, under 102 CMR 7.06(15), shall meet the qualifications of a teacher under 102 CMR 7.06(1)(b).

(16) Children at least Two Years, Nine Months, but Less than Four Years, Nine Months: Staff Ratios and Groupings in Half Day Centers.
(a) In centers operating four hours or less per day, or in centers where no child attends more than four hours per day, the licensee shall place children two years, nine months, but less than four years, nine months of age, in groups no larger than twenty-four children;
(b) In centers operating for four hours or less per day, or in centers where no child attends more than four hours per day, the licensee shall assign one teacher or teaching assistant for each twelve or fewer children at least two years, nine months, but less than four years, nine months of age. One of the persons assigned to a group of twenty-four children, under 102 CMR 7.06(16)(a)(b) shall meet the qualifications for a teacher under 102 CMR 7.06(1)(b).

(17) Children At Least Four Years, Nine Months, but Less than Seven Years: Staff Ratios and Groupings.
(a) The licensee shall not have children, four years, nine months, but less than seven years of age, in groups larger than thirty;
(b) The licensee shall assign one teacher or teaching assistant for each fifteen or fewer children;
(c) One of the persons assigned to a group of thirty children, under 102 CMR 7.06(17), must meet the qualifications for a teacher under 102 CMR 7.06(1)(b).

(18) Children At Least Two Years, Nine Months, but Less than Seven Years: Staff Ratios and Groupings in Mixed Groups.
(a) The licensee shall not have children two years, nine months, but less than seven years of age in mixed groups larger than twenty;
(b) The licensee shall assign one teacher or teaching assistant for each ten or fewer children, at least two years, nine months, but less than seven years of age in mixed groups;
(c) One of the persons assigned to a group of twenty children under 102 CMR 7.06(18) must meet the qualifications for a teacher under 102 CMR 7.06(1)(b).

(19) Special Needs Children: Staff Ratios and Groupings.
(a) For children with special needs, the licensee shall meet the specifications of the child's individual program plan for the number of staff and group size in which the child participates as required in 102 CMR 7.07(8).
(b) When eight or more children who have been identified, either through the core evaluation process under Chapter 766 of the Acts

7.07: continued

to do so. Upon request, the Office may amend an existing license issued under these standards to allow admissions of special needs children or infants and/or toddlers, providing that the licensee demonstrates that he can meet applicable standards.

(2) Admissions Age Restrictions. The licensee shall not admit a child under one month of age.

(3) Center Size. The licensee shall not admit or enroll, at any one time, more children than the licensed capacity of the center.

(4) Required Medical Examinations. The licensee shall admit a child only if provided with a written statement from a physician which indicates that the child has had a complete physical examination within one year prior to each year's enrollment, or obtains one within one month of admission, and the results of such an examination; or obtains a written verification from the child's parent(s) that they object to such an examination on the grounds that it conflicts with their religious beliefs.

The licensee shall inform parents of the dangers of lead paint poisoning and shall recommend that parents have their children tested for lead paint poisoning by a physician or appropriate clinic.

The licensee of a center operating on a provisional license due to the detection of lead paint in the center shall assure that each child has a blood test for lead paint poisoning by a physician or appropriate clinic or obtain written verification from the child's parent(s) that they object to such a test on the grounds that it conflicts with their religious beliefs or a physician's statement that such a procedure is counter-indicated.

(5) Age Appropriate Immunizations. The licensee shall require, at admission, a physician's certificate that each child has been successfully immunized in accordance with the current Department of Public Health's recommended schedules against diphtheria, tetanus, pertussis (whooping cough), poliomyelitis, measles and such other communicable diseases as may be specified from time to time by the Office. No child shall be required, under this regulation, to have any such immunization if his parent(s) objects thereto, in writing, on the grounds that it conflicts with their religious beliefs or if the child's physician submits documentation that such a procedure is contraindicated.

(6) Meeting with Parents. The licensee shall assure that the administrator or his designee shall meet with the parent(s) prior to admitting a child to the center.

(a) At the meeting, the licensee shall provide to the parent(s) the center's written statements of purpose, services, procedures for parent conferences, visits and input to center policy; procedures relating to children's records; and procedures for providing emergency health care.

(b) The licensee shall provide the opportunity for the parent(s) to visit the center's classrooms at the time of the meeting or prior to the enrollment of the child.

(7) Identification of Children with Special Needs and Development of an Individual Program Plan. Where the results of the meeting conducted pursuant to 102 CMR 7.07(6) and the observation of the child's behavior in the center indicate a reasonable likelihood that a child has a special need, the licensee shall:

(a) if the child is at least three years of age, inform the parent(s) of his/her rights under Chapter 766 of the Acts of 1972 and its regulations, and at the request of the child's parent(s), refer the child to the appropriate administrator of special education.

7.07: continued

preferences, including information on special diets and/or allergies; and for infants, a description of formula preparation;
(d) information on where to reach the parent and an alternative nearest relative or friend in case of an emergency as well as the child's physician or clinic, if any;
(e) parental consents for emergency first aid, and any field trips and transportation to a specific hospital in emergencies;
(f) identity of any person authorized by the parent to take the child from the center or receive the child at the termination of the day and a copy of the written parental authorization.

(10) Validity of Consents. A written consent provided under 102 CMR 7.07(9) shall be valid for one year from the date of its execution unless such consent is withdrawn, in writing, prior to that time.

GENERAL PROGRAM REQUIREMENTS

(11) Required Plan. The licensee shall establish a written plan describing the various activities of the center for a typical week which shall be posted in a place which can be easily viewed by staff and visitors. Such plan shall indicate time for the following activities, for all children, infants and/or toddlers:
(a) snacks and meals;
(b) rest, sleep or quiet activity;
(c) toileting;
(d) outdoor play;
(e) indoor activities;
(f) field trips, if any;
(g) time in and out of the crib for infants, individual feeding, sleeping and washing schedules.

(12) Requirements for Activities. The licensee shall provide a well balanced program that supports the developmental needs of all children served. The licensee shall provide the following:
(a) reasonable regularity in routine, with sufficient flexibility to respond to the needs of individual children;
(b) opportunity for a child to have a free choice among a variety of activities or to play alone or with one or several chosen peers if desired for at least two periods a day, for full day centers; and one period a day, for half day centers;
(c) daily indoor and outdoor time periods, weather permitting, which include both small and large muscle activities;
(d) opportunities for the child to participate in a variety of creative activities, such as art, music, literature, dramatic play and science;
(e) provision for privacy through arranging a small, quiet area that is inviting to children and is easily accessible to the child who seeks or needs time alone;
(f) experiences which are in harmony with the life style and cultural background of the children enrolled. Cultural diversity shall be reflected through the incorporation of different language, foods, celebrations, activities and life styles where appropriate;
(g) opportunity for infants and toddlers to crawl freely for the major part of the day, with certain times specified for individual talking to, handling, and playing with by the assigned teacher.
(h) opportunities for all children to learn self-help skills such as dressing and undressing, buttoning, tying shoes and using eating utensils appropriately.

(13) Prohibition of General Housekeeping Activities. Routine, major housekeeping activities such as vacuuming, washing floors, windows, etc. shall not be carried on in any room while it is occupied by the children.

7.07: continued

(a) No medication, whether prescription or non-prescription, shall be administered to a child without written parental authorization.
(b) The licensee shall keep a written record of the administration of prescribed medication to children which includes the time and date of each administration, the name of the staff member administering the medication, and the name of the child.
(c) The licensee shall keep all medicine labelled with the child's name, the name of the drug and the directions for its administration and shall dispose of, or return to the parent(s), any unused medication.

(18) Examinations for Children. The licensee shall request that the parent(s) provide a dental check-up or check of vision and hearing when the appearance or behavior of the child clearly indicates the need for such examinations.

(19) Medical Examination for Staff. The licensee shall require, before employment of any paid staff member, that the staff member present evidence of a negative tubercular test or x-ray performed within three months prior to the date of initiation of employment and written certification from a physician that the staff member is free from communicable disease and indicating any limitations the staff member may have in working with young children due to health problems. The tubercular test or x-ray must be repeated every three years and certification provided to the center by the staff member of a negative result. Such an examination shall not be required of any person who objects on the basis of religious beliefs.

TOILETING AND DIAPERING

(20) Written Plan for Toileting and Diapering. The licensee shall have a written plan describing procedures for regular toileting and diapering of children, and for disposal or cleaning of soiled clothing, diapers, linen and blankets.

(21) Toileting. The licensee shall toilet train children in accordance with the requests of their parents and consistent with the child's physical and emotional abilities.

(22) Diapering. The licensee shall change the diapers of children regularly and when soiled or wet and shall wash and dry each child with individual washing materials during each diaper change.
(a) The licensee shall maintain a supply of clean, dry diapers adequate to meet the needs of the children.
(b) The licensee shall use a disposable covering on the changing surface which shall be changed after each use.

CLOTHING

(23) Extra Clothing; Changing of Soiled or Wet Clothing. The licensee shall keep on hand extra clean and dry indoor and outdoor clothing to change a child's clothing which becomes soiled or wet.

(24) Storage of Soiled or Wet Clothing. The licensee shall store soiled clothing or diapers which are a potential health hazard in a covered, water-proof container unless they can be sanitized immediately after removal from the child.

DISCIPLINE

(25) Requirements for Discipline. Discipline and guidance shall be consistent and based on an understanding of the individual needs and development of a child. The licensee shall direct discipline to the goal

7.08: continued

(b) The licensee shall store all food in clean, covered containers.
(c) The licensee shall properly wash and sanitize all bottles, utensils and dishes.
(d) The licensee shall dispose of milk, formula or food unfinished by a child.
(e) The licensee shall prepare tasteful meals and in a manner which makes them appetizing.

(9) Requirements for Feeding of Children. The licensee shall allow children to eat at a reasonable, leisurely rate and shall insure that each child receives an adequate amount and variety of food.
(a) No child shall be denied a meal for any reason other than written medical direction.
(b) The licensee shall encourage children to eat a well balanced diet, but no child shall be forced or otherwise coerced to eat against his will.

KITCHEN FACILITIES

(10) Required Barrier to Kitchen. The licensee shall provide a barrier, such as a door or gate, which prevents children's access to the kitchen while unsupervised.

(11) Required Maintenance. The kitchen shall be maintained in a sanitary condition and garbage receptacles used in the kitchen shall be emptied and cleaned daily.

DINING FACILITIES AND EQUIPMENT

(12) Dining Room or Areas. The licensee shall maintain dining rooms or areas which are sufficiently large to accommodate tables and seats for persons eating in an uncrowded manner, and shall be clean, well lighted and ventilated.

(13) Dining Furniture. The licensee shall provide tables and seats for use by children while dining which are of a type, size and design appropriate to the ages and needs of the children. When feeding tables or high chairs are used, they shall be designed to prevent children from falling or slipping.

(14) Dining Utensils. The licensee shall provide eating and drinking utensils which are appropriate to the age and needs of the children.
(a) Eating and drinking utensils shall be free from defects, cracks and chips.
(b) Disposable cups and plates may be used, but if plastic silverware is used, it shall be heavy duty and dishwater proof.
(c) All reusable eating and drinking utensils shall be thoroughly washed and sanitized before reuse.

(15) Drinking Water and Cups. The licensee shall provide a source of sanitary drinking water located in or convenient to rooms occupied by children. When non-disposable cups are used for drinking water, they shall be washed and sanitized after each use.

7.09: Sleep, Rest and Quiet Activity

(1) Rest or Quiet Activity Period. The licensee shall provide for a mid-session rest or quiet activity period in a program where children are in care for less than four hours. The length of the rest or quiet activity period shall be appropriate to the needs of the children.

(2) Extended Rest, Quiet Activity or Sleep Period. The licensee shall, in addition to the mid-session rest or quiet activity period, provide for extended rest, quiet activity or sleep to children in care

7.11: continued

include, but are not limited to, window sills; windows, including moldings; door frames; doors; stair rail spindles; stair treads from the lip to the riser on bottom and four inches back from the lip on the top of the tread; and porch railings.
(b) The licensee shall, in addition, remove and adequately cover any chipping, flaking or otherwise loose paint or plaster found to contain lead.

SPACE AND GENERAL REQUIREMENTS FOR PHYSICAL FACILITY

(4) Indoor Space. The licensee shall have a minimum of thirty-five (35) square feet of activity space per child, exclusive of hallways, lockers, wash and toilet rooms, isolation rooms, kitchens, closets, offices or areas regularly used for other purposes and shall meet the following requirements:
(a) Floors of rooms used by children shall be clean, unslippery, smooth and free from cracks, splinters and sharp or protruding objects and other safety hazards; and those floors in direct contact with the ground shall have flooring impenetrable to water;
(b) Ceilings and walls shall be maintained in good repair, and shall be clean and free from sharp or protruding objects and other safety hazards;
(c) All steam and hot water pipes and radiators shall be protected by permanent screens, guards, insulations or any other suitable device which prevents children from coming in contact with them;
(d) All electrical outlets which are within the reach of children shall be covered with a safety device when not in use;
(e) Room temperature in rooms occupied by children shall be maintained at not less than sixty-five (65) degrees fahrenheit at zero degrees Fahrenheit outside; and at not more than the outside temperature when the outside temperature is above eighty (80) degrees Fahrenheit (measured at two feet from the outside walls and twenty inches above floor level);
(f) There shall be designated space, separate from children's play or rest areas, for administrative duties and staff or parent(s) conferences;
(g) There shall be sufficient space, accessible to children, for each child to store clothing and other personal items.
(h) The interior of the building shall be clean and maintained free from rodents and/or insects. Safe and effective means of eliminating insects and/or rodents shall be provided. All extensive extermination shall be carried out by a licensed exterminator.
(i) The licensee shall provide suitable guards across the inside of windows above the first floor if the windows are accessible to children and across the outside of basement windows abutting outdoor play areas. Guards shall be placed at the top and bottom of stairwells opening into areas used by children.

(5) Special Requirements for Infants. The licensee shall not care for infants above the first floor. Areas where infants are cared for shall be accessible to ground level for purposes of evacuation.

(6) Outdoor Space. The licensee shall maintain, or have access to, an outdoor play area of at least seventy-five square feet per child using it at any one time. The average width of such a play area shall not be less than eight feet and shall conform to the following requirements:
(a) Some part of the outdoor play area shall be accessible to direct sunlight;
(b) It shall be free from hazards (i.e., hidden corners, unprotected pools, wells, cesspools and steps), poisonous plants, (i.e., poison oak or ivy), and dangerous machinery or tools;
(c) It shall be fenced with a non-climbable barrier at least four

7.11: continued

(12) Transportation Safety. The licensee shall not allow the number of children riding in a center-owned, staff member's vehicle or hired vehicle for a center related activity, to exceed the number of seats therein at any time. The driver shall not drive vehicles unless all children are seated.

(a) Suitable safety carriers, restraints or seat belts shall be provided for and utilized by each child, driver and attendant. All car restraints shall meet the 1973 Standards of Physicians for Automotive Safety or Consumer Union guidelines and shall be crash tested and child approved.

(b) When more than nine children are being transported, an attendant other than the driver is required.

(c) When transporting children, sharp, heavy or potentially dangerous objects shall not be transported, or shall be securely restrained.

(d) The licensee shall ascertain the nature of any need or problem of a child which may cause difficulty during transporting such as seizures, a tendancy towards motion sickness and disabilities and shall communicate such information to the operator of any vehicle transporting children.

(e) Children shall be released by the driver of the vehicle only to designated persons authorized by the children's parent(s) to receive such children.

(f) Children shall not be regularly transported for periods longer than forty-five (45) minutes one way between their home and the location of the center.

EQUIPMENT

(13) Varieties of Equipment. The licensee shall have sufficient play materials, equipment and furnishings for the children enrolled at any one time. The licensee shall provide an adequate variety of play materials and equipment which shall be representative of each category listed below:

(a) art supplies: paint (tempera, poster, finger), easel, crayons, blunt scissors, paste, clay, and collage materials;

(b) blocks and accessories: large and small blocks, boats, cars, planes, trains, figures of people, and animals of various sizes;

(c) books and posters: picture and story books, flannel boards;

(d) dramatic play area: beds, dolls, telephones, toy stoves, sink, refrigerator, cabinets, table, chairs, dishes, pots, pans, ironing board, iron, cleaning equipment, broom, dress-up clothes (both men's and women's), large mirror placed at child's level, puppets, and materials for costumes;

(e) large muscle equipment: boxes, boards, saw horses, barrels, climbers, ladders, workbench, sand, water, wheel toys, swings, slides, balls;

(f) manipulative toys: pegs, beads, lotto, puzzles, pounding boards, small building sets;

(g) musical equipment: piano, records, and record player, drums, cymbals, bells, rhythm sticks;

(h) science materials: aquarium with fish, non-poisonous seeds and flower pots, growing plants, gardening tools, dry batteries, magnets, compass, thermometer, rope and pulleys, magnifying glass;

(i) for centers accepting infants, the licensee shall provide materials such as rattles, stuffed animals, mobiles and crib decorations.

(14) Requirements for Equipment. The licensee shall only use equipment, materials, furnishings, toys, and games which are appropriate to the needs and developmental level of the child. They must be sturdy, safely constructed, flame retardant, easily cleaned, and free from lead

7.12: continued

(f) able to appropriately involve parents of children in day care in visiting the center, meeting with the staff and receiving reports of their children's progress;
(g) located in physical facilities which meet fire safety requirements, are clean, comfortable, and free from hazards such as lead-based paint.

(4) These standards were developed by an Advisory Task Force of over fifty parents; center owners, administrators and staff; professionals in nutrition, health care and early childhood education; and representatives of public agencies involved in day care development. The Office for Children gratefully acknowledges the valuable contributions and work of the Group Day Care Task Force under the leadership of the Chairperson, Dr. Richard Rowe of the Children's Lobby.

The other members of the Task Force included:

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Mort Alpert - Department of Public Welfare
James Antonucci - Project Coordinator, Office for Children Special Needs Day Care Project
Phyllis Baumann - Office for Children, General Counsel
Jeannette Bauza - The Country School
Roy Bellush - Boston Area Day Care Workers' Union
Pat Berry - Massachusetts Association of Day Care Administrators
Beverly Bourne - Head Start, Cape Area
Arlene Brodsky - Parent, Brockton, Massachusetts
Tina Burrell - Office of Child Development, HEW
Ethel Chesnul - Southeast Association for the Education of Young Children
Meg Cline - Educational Development Corporation
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Barbara Dowd - Haverhill-Newburyport Council for Children
Bernice Factor - Early Childhood Education Specialist, Office for Children Day Care Consultation and Licensing Unit
Sybil Goldberg - Greater Worcester Council for Children
Sue Halloran - Massachusetts State Day Care Advisory Committee, Licensing Sub-Committee
Judy Hawker - Boston Area 5 Council for Children
Sheila Hellman - Franklin-Hampshire Council for Children
Carrie Hemenway - Franklin-Hampshire Council for Children
Jill Herold - Massachusetts State Day Care Advisory Committee
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Pat Jewett - Day Care and Child Development Council of America
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Mike Marsh - Harvard Cooperative Day Care Center
Blanche Martin - Department of Education
Kathleen McCann - Fall River Council for Children
Lucy Mitchell - Member, 1962 Regulations Task Force
Gwen Morgan - Day Care and Child Development Council of America